



Strategic Area

ENABLING STRATEGIES

Government Operations

Mission:

*To provide expertise and resources to support and facilitate
excellent public service delivery*

PRELIMINARY GOALS

- Enable County departments and their service partners to deliver quality customer service
- Enhance community access to reliable information regarding services and County government issues
- Capitalize on technology to improve service, increase efficiency and provide greater information access and exchange
- Plan, construct and maintain well-designed County facilities in time to meet the needs of Miami-Dade County
- Provide quality, sufficient and well-maintained County vehicles to County Departments
- Ensure that elections are open, error free, convenient and accessible to all eligible voters

Preliminary Priority Key Outcomes

- Clearly-defined performance expectations and standards
- Easily accessible information regarding County services and programs
- User friendly e-government sharing information and providing expanded hours and services
- County processes improved through information technology
- Safe, convenient and accessible facilities to meet operational needs
- Safe and reliable vehicles sufficient to meet the County's needs
- Opportunities for every registered voter to conveniently cast a vote

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2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Capital Improvements Construction Coordination

PURPOSE

Coordinate and expedite all capital improvement projects throughout Miami-Dade County.

FUNCTIONAL TABLE OF ORGANIZATION

CAPTIAL IMPROVEMENTS CONSTRUCTION COORDINATION

- Provides capital improvement and construction management policy support and analysis for the Office of the County Manager
- Coordinates countywide centralized capital improvement program database development and reporting strategies
- Coordinates and directs the capital improvement analysis, specifications and standards, and construction management functions of the division
- Coordinates and directs the Architectural and Engineering Selection process, Equitable Distribution Program functions and related activities, and Miscellaneous Construction Contracts

BUSINESS PLAN

- Selected strategies/objectives: provide County departments with a comprehensive, centralized information system for county capital improvements to track projects through the planning, design, and construction phases; facilitate information to the public by providing Federal Emergency Management Agency (FEMA) project status on the Internet; respond in a timely manner to public concerns and complaints regarding on-going construction issues; coordinate the development of standard construction language, policies, procedures, and formats

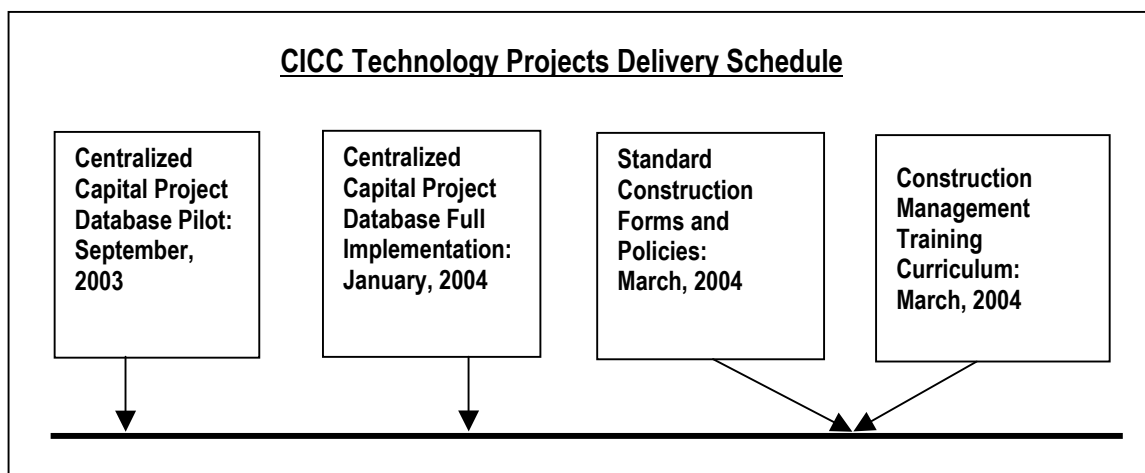
SERVICE STATUS AND FY 2003-04 RECOMMENDATIONS

- The FY 2003-04 Proposed Operating Budget for the Office of Capital Improvement Construction Coordination (CICC) is \$3.362 million, an increase of 10 percent over the current fiscal year funding; the Proposed Budget includes funding for 33 positions
- CICC is funded from the Capital Working Fund along with sections of the Department of Business Development (DBD) and the Office of Management and Budget (OMB); funding for the Capital Working Fund is generated through approximately a 1.25 percent charge on actual capital expenditures; CICC will work with OMB to ensure proper collection of the Capital Working Fund in both FY 2002-03 and FY 2003-04
- The department will continue to support the Office of Legislative Analysis (\$31,000), and the Miami-Dade TV Promotional Spots Program (\$25,000), in both FY 2002-03 and FY 2003-04
- The responsibility of preparing and soliciting architectural and engineering contracts and specifications was transferred from the Department of Procurement Management (DPM) to CICC in January, 2003, (13 positions, \$823,000); administration of Miscellaneous Construction Contracts was transferred from DPM to CICC in January, 2003, to consolidate construction activities (one position, \$62,000); the responsibility for implementation of the Equitable Distribution Program (EDP) was transferred from DBD to CICC in February, 2003, (one position, \$72,000); this program provides the County with a pool of architectural and engineering

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firms for miscellaneous design projects that do not exceed \$1 million in construction costs

- CICC continues to administer the Business Loan Assistance Program by reviewing and processing applications for loans to businesses adversely impacted by construction projects; CICC continues to assist with the contracting, inspecting, and purchasing for the Tree Canopy Replacement Program (Adopt-a-Tree), which is funded by the State of Florida; oversee compliance with the County's Expedite Ordinance; and interface with the State of Florida Department of Community Affairs and FEMA
- Since November, 2002, 450 work assignments totaling \$11.4 million and 289 firms have been awarded to CSBE contractors through the Miscellaneous Construction Contracts program
- ❖ **Development of a centralized capital project database to coordinate and track infrastructure capital improvement project adherence to budgets and schedules, and monitor critical sequencing of linked projects continues, and is expected to be piloted with two departments by September, 2003, and implemented with all departments by January, 2004; development of standard construction contracting, payment forms, contract language, and construction management policies and procedures, to ensure quality, reduce project delays, and avoid disputes continues, and is expected to be phased in by March, 2004; assistance in the development of a construction management training curriculum continues and is expected to be phased in by March, 2004**



- ❖ **CICC will work with DPM to develop a procurement strategy by which construction materials can be purchased directly by the County rather than by the individual contractors thereby saving state sales tax on the items; a report will be given to the Board of County Commissioners prior to the first budget hearing in September**

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

| Funding Summary (\$ in 000s) | Countywide General Fund | | Unincorporated Area General Fund | | Other Funding | | Total Funding | | Total Positions | |
|---------------------------------------|----------------------------|----------|-------------------------------------|----------|---------------|--------------|---------------|--------------|-----------------|-----------|
| | 02-03 | 03-04 | 02-03 | 03-04 | 02-03 | 03-04 | 02-03 | 03-04 | 02-03 | 03-04 |
| Primary Activity | | | | | | | | | | |
| Architectural and Engineering | 0 | 0 | 0 | 0 | 819 | 991 | 819 | 991 | 10 | 10 |
| Contracts, Standards and Coordination | 0 | 0 | 0 | 0 | 2,237 | 2,371 | 2,237 | 2,371 | 23 | 23 |
| TOTAL | 0 | 0 | 0 | 0 | 3,056 | 3,362 | 3,056 | 3,362 | 33 | 33 |

| | Actual 01-02 | Budget 02-03 | Proposed 03-04 |
|-----------------|-----------------|-----------------|-------------------|
| Personnel | 1,783 | 2,477 | 2,713 |
| Other Operating | 437 | 548 | 629 |
| Capital | 23 | 31 | 20 |
| TOTAL | 2,243 | 3,056 | 3,362 |

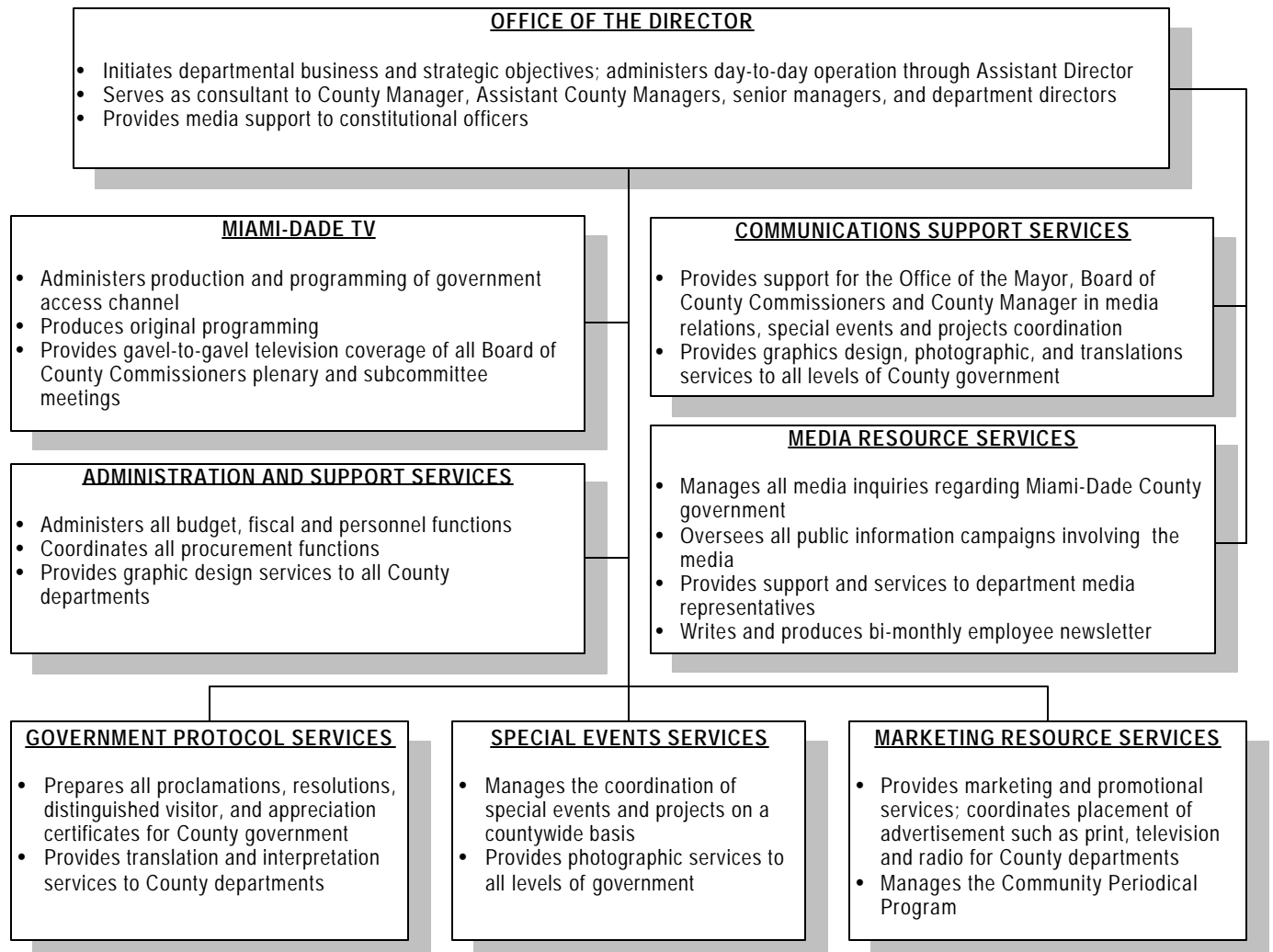
2003-2004 PROPOSED BUDGET AND MULTIYEAR CAPITAL PLAN

Communications

PURPOSE

Serves as the County's communications vehicle, providing information to the media and public on behalf of the Office of the Mayor, the Board of County Commissioners (BCC), the Office of the County Manager and County departments; coordinates records and advertising requests of County departments, television, and print activities; operates the County's public information television station; provides protocol services such as proclamations, resolutions, and appreciation certificates for constitutional officers.

FUNCTIONAL TABLE OF ORGANIZATION



BUSINESS PLAN

- Selected strategies/objectives: produce at least 12 episodes of a new Miami-Dade TV (MDTV) program entitled "County Connection" and continue to develop and produce an estimated 50 promotional spots for County departments and agencies through the Promotional Spots Program (PSP) programming; provide information to the public about Miami-Dade County government's programs, projects, and services that emphasize the County's commitment to providing effective customer services through distribution of a county wide quarterly that will

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include a wide range of information on the County, and advertisements placed via the local A.M. radio stations and newspapers

SERVICE STATUS AND FY 2003-04 RECOMMENDATIONS

- The FY 2003-04 Proposed Operating Budget of \$4.563 million is comprised of funding from the general fund (\$2.686 million), payments for tape reproduction and program production services (\$42,000), Seaport support for the Government Protocol Division (\$136,000), and inter-departmental reimbursements for the PSP programming (\$1.699 million); attrition is budgeted at 3.25 percent (\$128,000)
- It is recommended that the Dial-A-Life Program be transferred to the Domestic Violence Program (\$90,000)
- County departments will continue to underwrite the PSP programming in FY 2003-04 thereby reducing departmental property tax support; total funding is \$1.699 million as follows: \$125,000 from Water and Sewer Department; \$89,000 from the Miami-Dade Aviation Department (MDAD); \$85,000 each from Building, Building Code Compliance, Department of Environmental Resources Management (DERM), Library, Miami-Dade Police Department (MDPD), Miami-Dade Fire and Rescue, Miami-Dade Housing Agency, Miami-Dade Transit, Office of Public Transportation Management, Park and Recreation, Public Works, Seaport, and Solid Waste Management; \$50,000 each from Business Development and Elections; \$40,000 from Consumer Services; \$35,000 each from the Office of Community and Economic Development and Empowerment Zone; \$30,000 each from Metropolitan Planning Organization, Property Appraisal, and Team Metro; \$25,000 each from Planning and Zoning and Capital Improvements Construction Coordination; \$20,000 from the Office of Water Management; and \$10,000 from Vizcaya
- A photographer and part-time positions for Spanish and Haitian/Creole language translation and MDTV production were hired in FY 2002-03
- The Communications Department in conjunction with MDPD will continue to fund equally a broadcast engineer position (\$78,000); DERM will continue to fund costs associated with the "Down to Earth" show (\$70,000); and Communications and Elections will continue to fund equally the Spanish and Haitian/Creole language translators (\$172,000)
- The department will continue to provide staff support to the Office of the Chair (\$63,000), BCC (\$112,000), and the Mayor's Office (\$324,000) for media support
- Two new cable shows on MDTV were launched to educate viewers about their government and the services it provides – Miami-Dade NOW, a half-hour news format program that highlights County services, and Miami-Dade Ahora, a half-hour Spanish language news program; in addition, the Communications Department launched the first edition of County Connection, a full-hour, live, telephone call-in and email program featuring top County officials who provide information on various County services
- The Community Periodical Advertising program, a multi-lingual print advertisement campaign that includes 73 local community newspapers, will continue in FY 2003-04 (\$1.05 million from departmental and non-departmental funds); the Proposed Budget also includes funding to continue the A.M. Radio Advertising program (\$300,000); this program utilizes a diverse pool of A.M. radio stations to disseminate County public information
- The department will continue to produce a tri-lingual (English, Spanish, and Haitian/Creole) cable program aimed at educating citizens about hurricane preparedness (\$2,000)
- The total allocation from the Capital Outlay Reserve for video production equipment for FY 2003-04 is \$508,000; funding includes carryover of \$68,000 and the annual commitment of \$440,000; the department anticipates purchasing video production equipment (\$798,000), some of which will be installed in the Commission Chambers in the current fiscal year

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- Implementation of web faxing services was delayed until FY 2003-04 due to budget constraints (\$10,000), and real-time captioning capabilities will be implemented in the current fiscal year (\$70,000); also, scripting software (\$30,000), voice-over contract (\$30,000), and additional video supplies (\$30,000) were procured in the current fiscal year
- The department will continue to support economic development by promoting film and television opportunities, (\$75,000 plus \$25,000 of in-kind services) as part of a \$250,000 campaign by the Office of Film and Entertainment

OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

| Funding Summary (\$ in 000s) | Countywide General Fund | | Unincorporated Area General Fund | | Other Funding | | Total Funding | | Total Positions | |
|------------------------------|----------------------------|--------------|-------------------------------------|------------|---------------|--------------|---------------|--------------|-----------------|-----------|
| | 02-03 | 03-04 | 02-03 | 03-04 | 02-03 | 03-04 | 02-03 | 03-04 | 02-03 | 03-04 |
| Primary Activity | 02-03 | 03-04 | 02-03 | 03-04 | 02-03 | 03-04 | 02-03 | 03-04 | 02-03 | 03-04 |
| BCC Support | 92 | 161 | 50 | 87 | 0 | 0 | 142 | 248 | 3 | 4 |
| Communications Support | 260 | 206 | 140 | 111 | 0 | 0 | 400 | 317 | 5 | 5 |
| Director/Administration | 417 | 435 | 224 | 234 | 105 | 0 | 746 | 669 | 9 | 9 |
| Mayor's Support | 194 | 211 | 104 | 113 | 0 | 0 | 298 | 324 | 4 | 4 |
| Media Relations | 105 | 193 | 57 | 104 | 240 | 136 | 402 | 433 | 5 | 5 |
| Miami Dade TV | 0 | 59 | 0 | 32 | 1,427 | 1,741 | 1,427 | 1,832 | 17 | 17 |
| Protocol/Translations | 248 | 278 | 134 | 150 | 0 | 0 | 382 | 428 | 7 | 6 |
| Special Events | 257 | 203 | 138 | 109 | 0 | 0 | 395 | 312 | 6 | 6 |
| TOTAL | 1,573 | 1,746 | 847 | 940 | 1,772 | 1,877 | 4,192 | 4,563 | 56 | 56 |

| | Actual 01-02 | Budget 02-03 | Proposed 03-04 |
|-----------------|-----------------|-----------------|-------------------|
| Personnel | 3,265 | 3,459 | 3,828 |
| Other Operating | 684 | 588 | 726 |
| Capital | 104 | 145 | 9 |
| TOTAL | 4,053 | 4,192 | 4,563 |

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CAPITAL EXPENDITURE SUMMARY (\$ IN THOUSANDS)

| | PRIOR | 2003-04 | 2004-05 | 2005-06 | 2006-07 | 2007-08 | 2008-09 | FUTURE | TOTAL |
|--|-------|---------|---------|---------|---------|---------|---------|--------|-------|
| STRATEGIC AREA : ENABLING STRATEGIES - GOVERNMENT OPERATIONS | | | | | | | | | |
| EQUIPMENT ACQUISITION | 0 | 508 | 0 | 0 | 0 | 0 | 0 | 0 | 508 |
| TOTAL : | 0 | 508 | 0 | 0 | 0 | 0 | 0 | 0 | 508 |

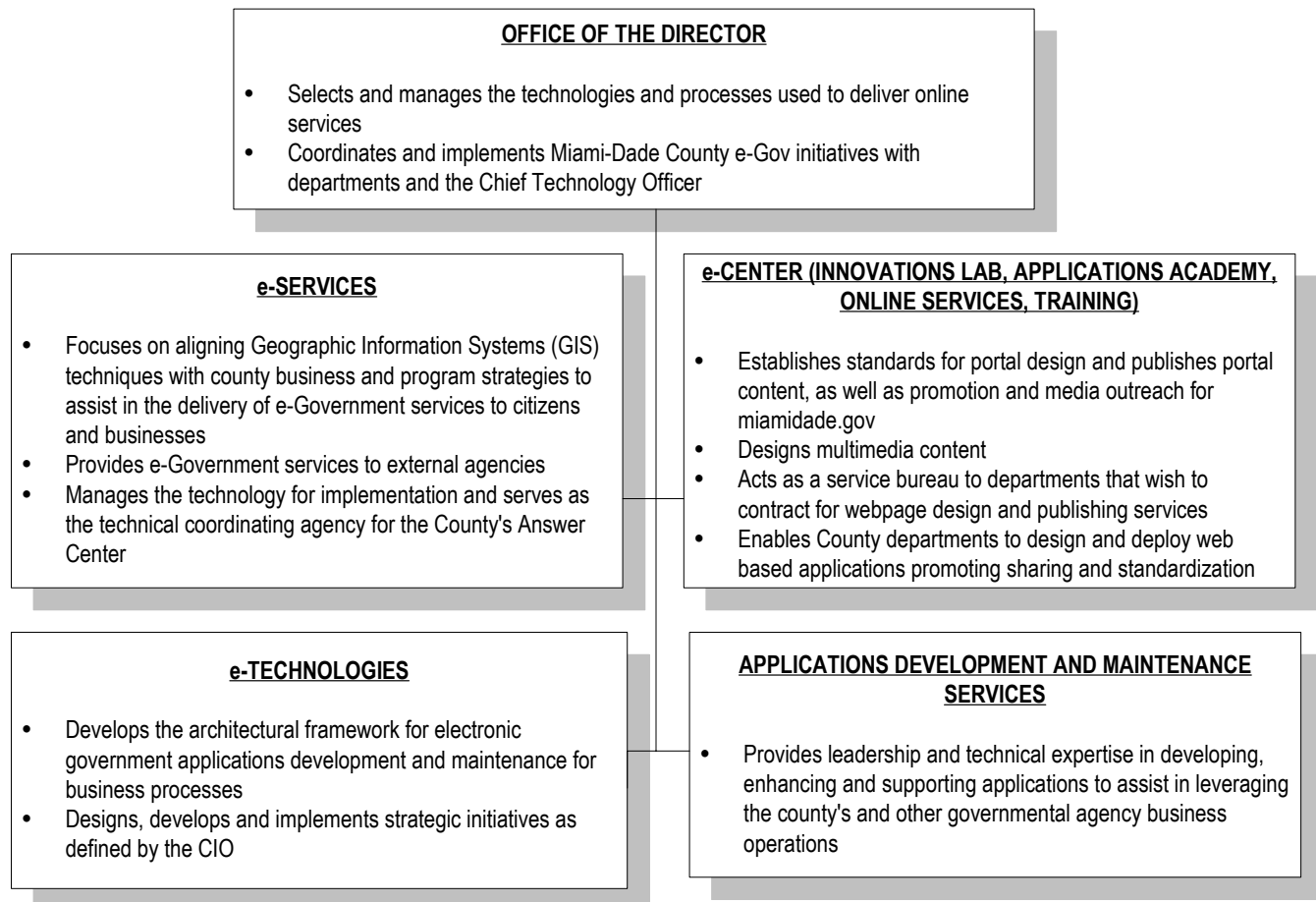
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e-Government

PURPOSE

Provide County government services and information to the public and to other County departments through the development and maintenance of technology solutions.

FUNCTIONAL TABLE OF ORGANIZATION



BUSINESS PLAN

- Selected strategies/objectives: promote the use of technology to provide information and increase the availability of County services to the community; use enabling technologies to begin the seamless integration of information and services; provide information technology (IT) services that facilitate reengineering of business processes to improve performance and capabilities of County operations, and improve internal communications regarding e-Government services and initiatives
- Capital program strategy: promote and provide technology applications which enhance customer interactions with County government through more efficient, streamlined processes

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SERVICE STATUS AND FY 2003-04 RECOMMENDATIONS

- The FY 2003-04 Proposed Operating Budget of \$36.607 million, including \$16.167 million from the general fund, represents a 34.5 percent increase from the current fiscal year budget of \$27.225 million; 27 full-time positions were added during FY 2002-03, including three programmers to support the courts' SPIRIT system; one programmer for the Geographical Information System (GIS); one web publisher to work with the Board of County Commissioners; five technical service representatives for the Answer Center; four programmers transferred to the department from the Park and Recreation Department; three positions transferred from the Chief Information Officer operation; and nine positions supporting on-line services
- A new funding methodology for IT departments will be instituted; the new methodology provides general fund revenue for infrastructure applications of countywide importance, such as the Criminal Justice Information system (CJIS) and the GIS, and allocates charges between general fund and proprietary agencies based on budgeted positions, a pro-rata share of the cost of maintaining the infrastructure applications benefiting all departments, such as the payroll system, financial system, and procurement system
- ❖ **The Proposed Budget increases the level of service by adding enhancements to the miamidade.gov portal, including initiation of an employee portal, allowing employee self services for such items as insurance enrollment, continuation of the Electronic Data Management System (EDMS) project (\$939,000), including continuing conversion of paper documentation to electronic records, and implementation of a new Enterprise Asset Management System (EAMS)**
- On-going initiatives include scanning Employee Relations Department and Corrections and Rehabilitation files into electronic format for storage; electronic filing for travel requests and reimbursements; the on-line contracting project for the Department of Procurement Management; the ability to pay for and renew Occupational Licenses on line has been launched; a new payroll system will be implemented in FY 2003-04; and post implementation support of the payroll system will continue
- The GIS has been updated to include 2003 Digital Ortho photography and LIDAR Digital Elevation and Comprehensive Development Master Plan data, which assist in property assessment, landuse updates, zoning processes, and 9-1-1 dispatching; an analysis and implementation plan for the development of a countywide GIS sidewalk layer has been completed; additionally GIS has been augmented with information including flood zones and school attendance boundaries
- Hardware and software supporting the RESUMIX application have been upgraded, improving recruitment time and accuracy
- Modifications to the SPIRIT court system include Master Image Repository (MIR) purge subsystem, an Automatic Bench Warrant Process, the upgrade of 20 AIX servers and implementation of the Traffic Citation Accounting Transmittal System, which links the County traffic system to the Florida Department of Highway Safety and Motor Vehicles
- A new web-based time collection system for on-line processing of payroll attendance records is being developed

UNMET NEEDS

- Operating unmet needs total \$147,000 for recurring costs (see appendix for details)
- Unfunded capital needs consist of eight projects totaling \$8.141 million (details are in the Unfunded Projects listing in the accompanying Appendix book)

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OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

| Funding Summary (\$ in 000s) | Countywide General Fund | | Unincorporated Area General Fund | | Other Funding | | Total Funding | | Total Positions | |
|------------------------------|----------------------------|---------------|-------------------------------------|--------------|---------------|---------------|---------------|---------------|-----------------|------------|
| | 02-03 | 03-04 | 02-03 | 03-04 | 02-03 | 03-04 | 02-03 | 03-04 | 02-03 | 03-04 |
| Primary Activity | | | | | | | | | | |
| Administration | 265 | 442 | 143 | 238 | 0 | 0 | 408 | 680 | 4 | 6 |
| Application Services | 2,790 | 3,674 | 1,502 | 1,978 | 12,172 | 12,850 | 16,464 | 18,502 | 167 | 176 |
| Consultancy | 0 | 249 | 0 | 134 | 0 | 0 | 0 | 383 | 0 | 5 |
| E-Center | 1,474 | 1,063 | 793 | 573 | 64 | 364 | 2,331 | 2,000 | 18 | 24 |
| E-Services | 260 | 0 | 140 | 0 | 4,448 | 1,600 | 4,848 | 1,600 | 44 | 40 |
| E-Technologies | 0 | 5,080 | 0 | 2,736 | 3,174 | 5,626 | 3,174 | 13,442 | 24 | 33 |
| TOTAL | 4,789 | 10,508 | 2,578 | 5,659 | 19,858 | 20,440 | 27,225 | 36,607 | 257 | 284 |

| | Actual 01-02 | Budget 02-03 | Proposed 03-04 |
|-----------------|-----------------|-----------------|-------------------|
| Personnel | 19,008 | 21,431 | 25,364 |
| Other Operating | 4,687 | 4,727 | 10,378 |
| Capital | 724 | 1,067 | 865 |
| TOTAL | 24,419 | 27,225 | 36,607 |

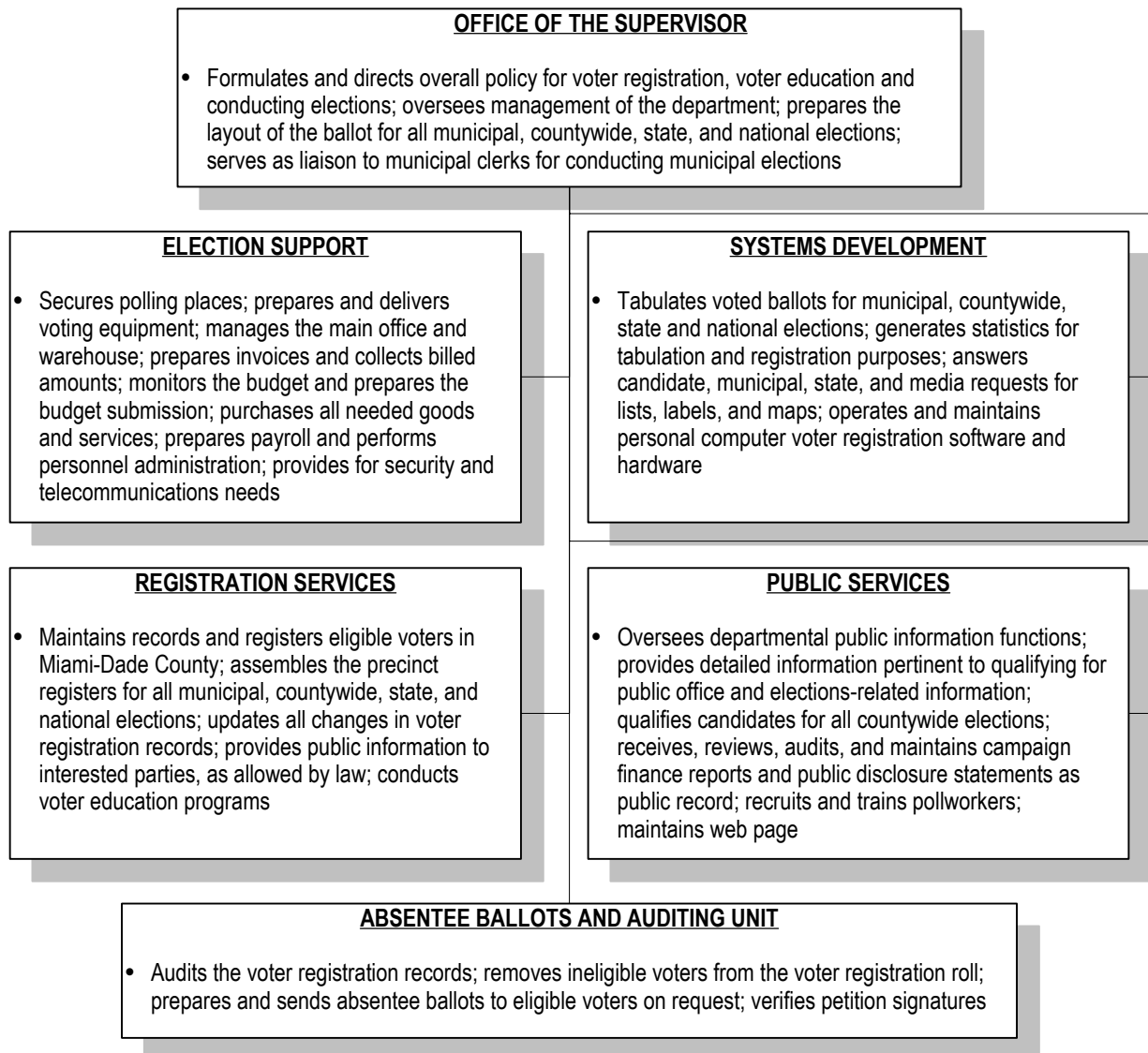
2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Elections

PURPOSE

Establish administrative and operational procedure and controls to conduct error free and timely general, special and municipal elections, which will ensure that every register voter has the opportunity to cast a vote; the department will ensure the adherence to local, state, and federal election laws, pertaining to voter outreach/education, registration, and records management for all of Miami-Dade County and its municipalities.

FUNCTIONAL TABLE OF ORGANIZATION



BUSINESS PLAN

- Selected strategies/objectives: emphasize voter education by providing voters in each precinct the opportunity to receive a demonstration on the proper way to vote and assisting in voting if needed through the proper training of staff and poll workers; issue the correct absentee ballot variation to vote 100 percent of the time; respond timely to requests for voter information by providing requested information within three working days

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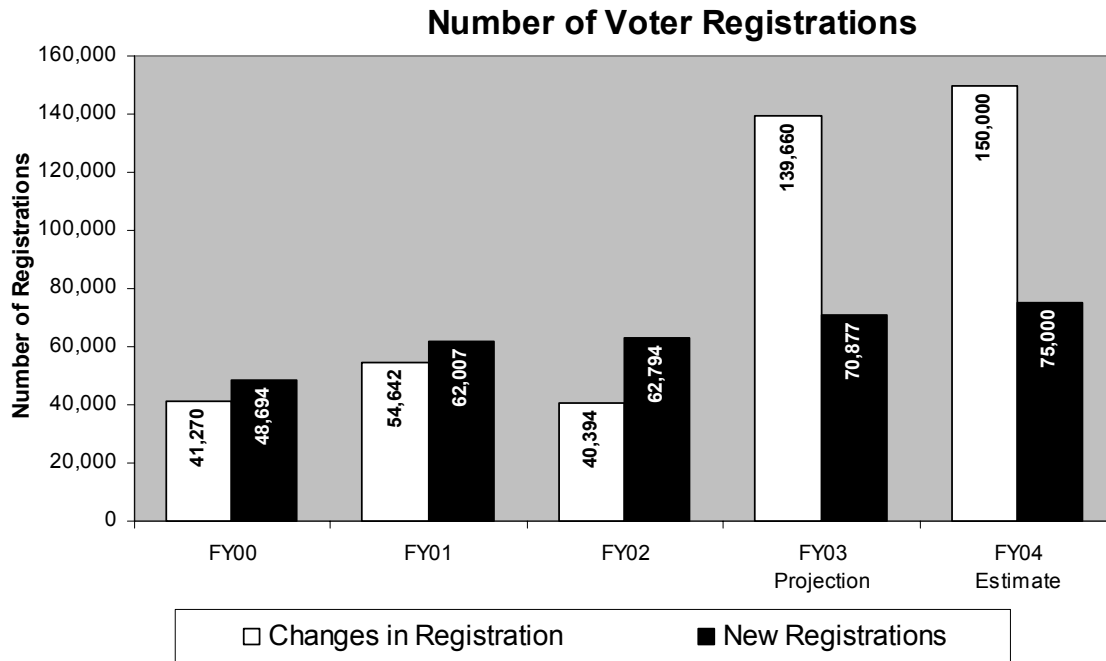
subsequent to the receipt of the request and fee; ensure that all polling locations have been surveyed for future compliance and accessibility for people with disabilities; enhance new warehouse layout to centralize and streamline Election's logistics and support; improve community relations through special events and media efforts; and provide voter outreach to underserved communities for voter education

SERVICE STATUS AND FY 2003-04 RECOMMENDATIONS

- The FY 2003-04 Proposed Operating Budget for the department is \$11.9 million, a 63 percent increase from the FY 2002-03 budgeted level; this increase is due to the additional countywide election in FY 2003-04, and staffing, training, and logistics costs associated with the implementation of the new touch screen voting equipment; cities will reimburse the cost of municipal elections (\$818,000); funding is provided for 94 positions with attrition budgeted at seven percent
- The new Supervisor of Elections will re-evaluate the Proposed Budget and an update will be provided before the September budget hearings
- The Proposed Budget includes a non-departmental allocation of \$2.9 million for debt service obligations of the new voting system
- In FY 2003-04 the department will conduct two countywide elections (Presidential Preference – March, 2004, and Primary – August, 2004) at an estimated cost of \$ 4.5 million; a per election cost of less than one-third of the November, 2002, general election
- ❖ **The Elections Department has added 10 new positions in FY 2002-03 (\$200,000) and will add an additional 13 positions in FY 2003-04 (\$871,000) to better manage the administrative functions, coordinate training efforts, and conduct error free and accessible elections**
- ❖ **The administration and warehouse operations will relocate to a new facility by the end of FY 2002-03, which will consolidate and streamline election logistics; funding for acquisition, related build-out of the facility and furniture, fixtures, and equipment will be provided through financing proceeds of \$8.35 million; repayment of the debt is budgeted in the Capital Outlay Reserve (\$717,000)**
- ❖ **The Proposed Budget assumes savings (\$2.8 million) from the elimination of staff, police, and security the night prior to election day, which will be possible when the state certifies the new voting machine software**
- ❖ **The department will improve voter education by mailing sample ballots for one countywide election rather than publishing them in newspapers in FY 2003-04 (\$125,000)**
- ❖ **The department provided for 14 early voting sites for the November 5, 2003 countywide general election, one in each Commission District as well as the one located at the Stephen P. Clark Center; the department will continue to provide early voting sites for municipal and countywide general elections**
- ❖ **In FY 2003-04, the department will purchase an Optical Imaging and Storage System, to digitally record all public records, including, voter registration cards, and voter registration changes (\$30,000); the new equipment will save labor and space at the Election's warehouse**
- ❖ **The department will receive \$307,000 from the state for voter outreach and education in FY 2003-04**
- The FY 2003-04 Proposed Budget includes training for 15,000 poll workers on the use of the voting equipment, and 1,400 County employees to provide voter verification on laptop computers, and provide assistance with operating voting equipment for precincts on election day
- Elections will continue to provided funding in FY 2003-04 for half the cost of Spanish and Haitian Creole language translator positions located in the Communication Department for the translation of ballots and other election materials (\$86,000)

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- The Elections Department will update the voter registration roll every six months as mandated by the National Voter Registration Act, review absentee ballots and voter registration records to detect election law violations, and continue to inspect signatures for verification on petitions to amend government processes



- The department will purchase equipment to prepare voter registration cards in FY 2003-04 (\$10,000)
- The Elections Department will continue to qualify candidates for Community Council seats, School Board District seats, County Commission District seats, County Judge seats, and Soil and Water Conservation District seats in FY 2003-04
- The Elections department will develop measures to monitor their performance objectives in FY 2003-04
- Polling places in the County will be surveyed by September 1, 2003, as required by state law; the survey will determine accessibility to people with disabilities; all polling locations are required to be accessible by September 1, 2004; local governments will be granted an extension until 2006 to comply and funding will be available for local jurisdictions to pay for the cost of the survey and compliance expenditures
- A reimbursement from the State of Florida was received at the end of FY 2001-02 towards the cost of the newly acquired touch screen voting equipment (\$2.3 million)
- Incorporation elections were conducted for Palmetto Bay, Doral, and North Dade, as well as various municipal elections throughout the County in FY 2002-03

UNMET NEEDS

- Operating unmet needs total \$125,000 in one-time expenditures (see appendix for details)

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OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

| Funding Summary (\$ in 000s) | Countywide General Fund | | Unincorporated Area General Fund | | Other Funding | | Total Funding | | Total Positions | |
|------------------------------|----------------------------|---------------|-------------------------------------|----------|---------------|------------|---------------|---------------|-----------------|-----------|
| | 02-03 | 03-04 | 02-03 | 03-04 | 02-03 | 03-04 | 02-03 | 03-04 | 02-03 | 03-04 |
| Primary Activity | | | | | | | | | | |
| Election Support | 4,784 | 7,165 | 0 | 0 | 0 | 0 | 4,784 | 7,165 | 71 | 94 |
| Elections | 7,500 | 4,500 | 0 | 0 | 0 | 307 | 7,500 | 4,807 | 0 | 0 |
| TOTAL | 12,284 | 11,665 | 0 | 0 | 0 | 307 | 12,284 | 11,972 | 71 | 94 |
| Revenue to General Fund | 90 | 0 | 0 | 0 | | | | | | |
| Net General Fund Support | 12,194 | 11,665 | 0 | 0 | | | | | | |

| | Actual 01-02 | Budget 02-03 | Proposed 03-04 |
|-----------------|-----------------|-----------------|-------------------|
| Personnel | 5,698 | 5,544 | 6,141 |
| Other Operating | 1,931 | 6,740 | 5,801 |
| Capital | 0 | 0 | 30 |
| TOTAL | 7,629 | 12,284 | 11,972 |

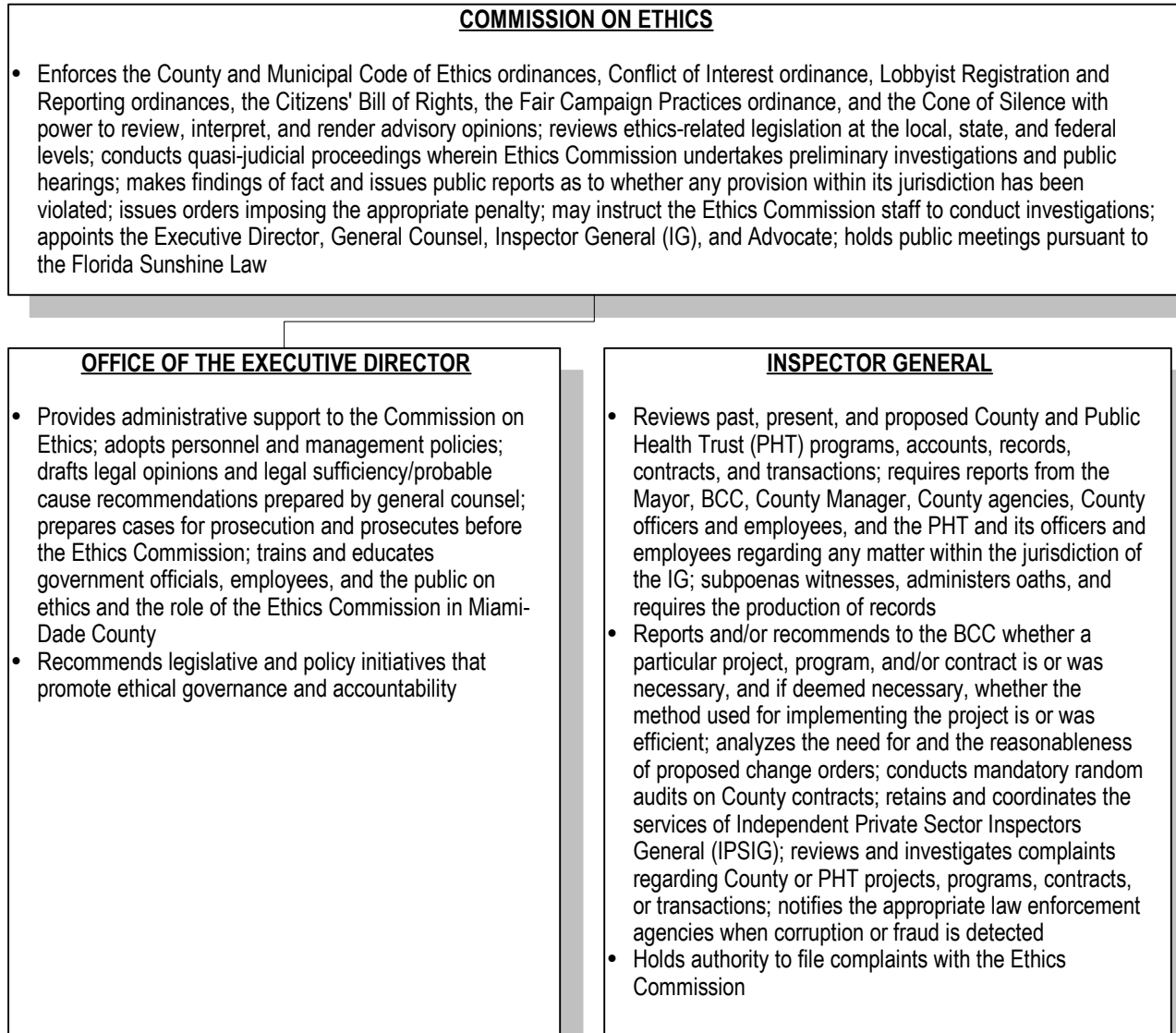
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Ethics Commission and Inspector General

PURPOSE

Enforce countywide ethics ordinances, issue conflict of interest opinions, render quasi-judicial determinations, conduct education and training for County and municipal public officials, employees and other interested parties; detect and prevent waste, fraud, abuse, and mismanagement in County programs, projects, or contracts; and seek appropriate remedies to recover public monies.

FUNCTIONAL TABLE OF ORGANIZATION



BUSINESS PLAN

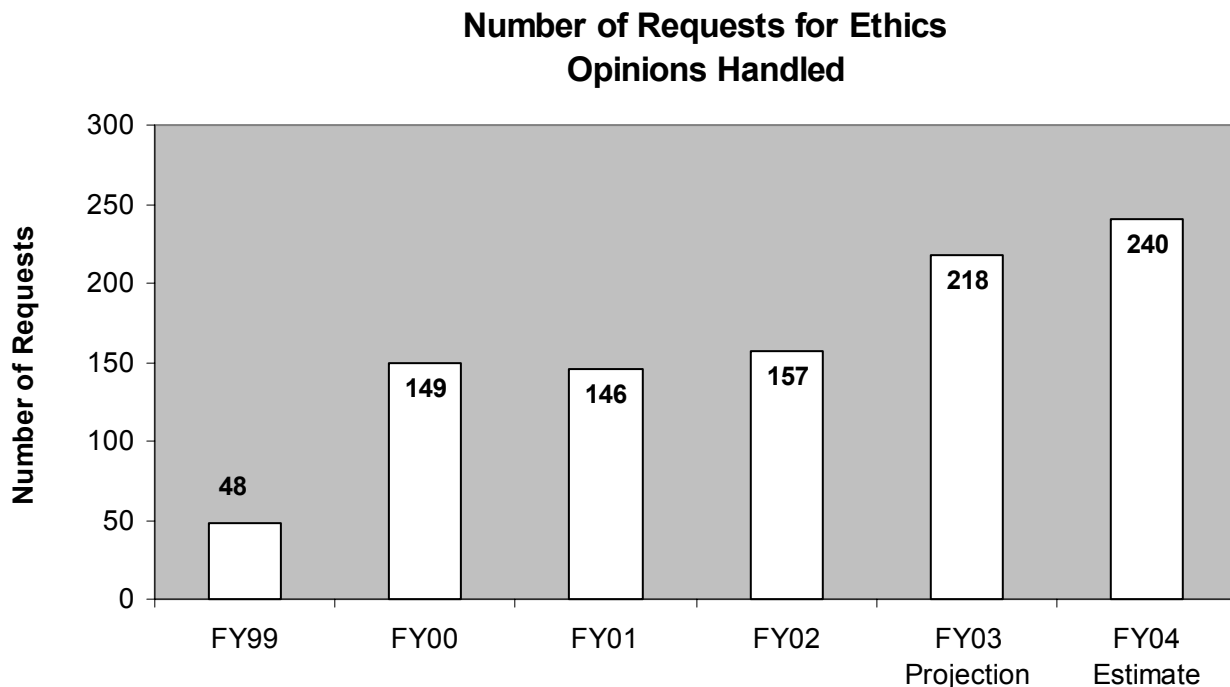
- Selected goals/objectives: reduce the incidence of fraud and waste in government by randomly auditing ten contracts and/or programs in FY 2003-04; increase the knowledge base of local government personnel and officials of the statutory and administrative rules pertaining to ethics and public service in Miami-Dade County in

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an effort to decrease the incidence of ethical misconduct; and enhance the understanding of the County's Code of Ethics and Conflict of Interest ordinances by increasing the number of opinions issued by ten percent

SERVICE STATUS AND FY 2003-04 RECOMMENDATIONS

- The FY 2003-04 Proposed Operating Budget is \$4.686 million; funding sources include the general fund (\$906,000), carryover (\$1.551 million), and charges of one quarter of one percent to certain procurement and construction contracts (\$1 million), as well as additional reimbursements of \$2.22 million for audit and investigative work that will be performed at Miami-Dade Aviation Department (MDAD) (\$400,000), Performing Arts Center (PAC) (\$220,000), Public Health Trust (PHT) (\$500,000), and Water and Sewer Department (WASD) (\$100,000); **the Proposed Budget includes funding for three new positions for the Commission on Ethics (COE) to handle the increasing requests of opinions**
- The Proposed Budget includes increasing budgeted attrition from four to six percent and phased-hiring of seven vacant positions which were funded but not filled in the current fiscal year
- ❖ **The Proposed Budget provides the COE with additional resources to track and monitor the activities of parties who have received conflict of interest opinions and who are engaged in major construction projects in County departments, verifying that the parties are acting in accordance with COE opinions**
- The COE addressed 47 complaints that were filed, and issued 218 advisory opinions



- OIG will begin conducting background investigations as mandated in the OIG ordinance for WASD in connection with local Homeland Security mandates

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OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

| Funding Summary (\$ in 000s) | Countywide General Fund | | Unincorporated Area General Fund | | Other Funding | | Total Funding | | Total Positions | |
|---|----------------------------|------------|-------------------------------------|----------|---------------|--------------|---------------|--------------|-----------------|-----------|
| | 02-03 | 03-04 | 02-03 | 03-04 | 02-03 | 03-04 | 02-03 | 03-04 | 02-03 | 03-04 |
| Primary Activity | | | | | | | | | | |
| Ethics Commission and Inspector General | 1,861 | 906 | 0 | 0 | 1,531 | 3,780 | 3,392 | 4,686 | 43 | 46 |
| TOTAL | 1,861 | 906 | 0 | 0 | 1,531 | 3,780 | 3,392 | 4,686 | 43 | 46 |

| | Actual 01-02 | Budget 02-03 | Proposed 03-04 |
|-----------------|-----------------|-----------------|-------------------|
| Personnel | 2,808 | 2,840 | 4,092 |
| Other Operating | 400 | 524 | 561 |
| Capital | 57 | 28 | 33 |
| TOTAL | 3,265 | 3,392 | 4,686 |

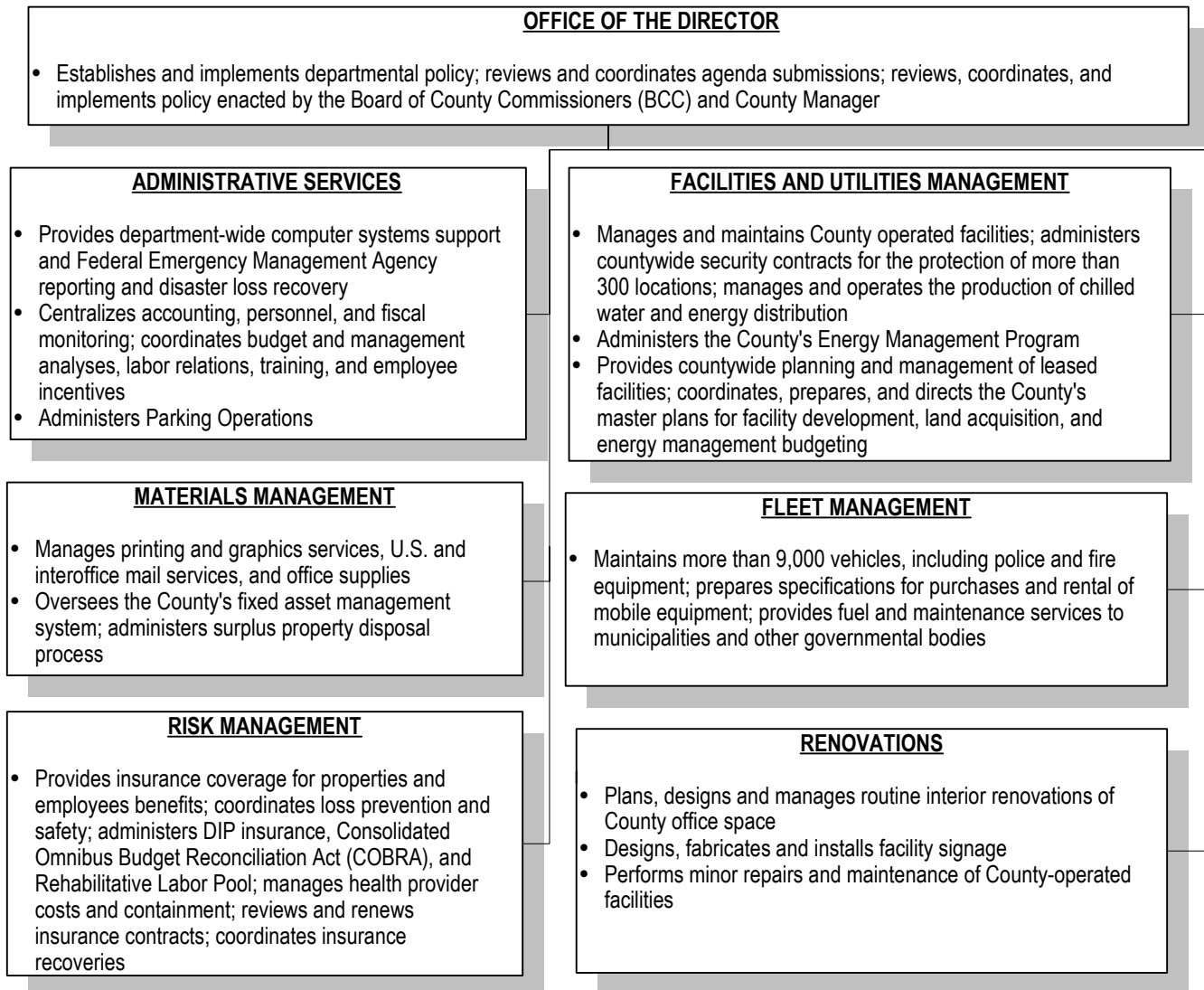
2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

General Services Administration

PURPOSE

Provide central support services for the continued operation of County government, including fleet, materials, facilities and insurance management, facility design, construction and maintenance, real estate acquisition, and lease negotiation and management.

FUNCTIONAL TABLE OF ORGANIZATION



BUSINESS PLAN

- Selected strategies/objectives: increase parking revenue by three percent over last year's revenues; increase customer satisfaction with fleet services; provide for the economic acquisition and timely delivery of office supplies to user departments; aggressively pursue subrogation recoveries; implement a return-to-work program; improve system reliability, staff responsiveness and overall functionality of the General Services Administration's (GSA) Building Management Systems operations, and increase customer satisfaction with construction management and renovation services; develop a comprehensive preventative maintenance program for all County facilities; develop an effective service ticket process for emergency and unanticipated

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

services; develop and incorporate standards balancing quality, cost, and environmental criteria in vehicle purchasing decisions

- Capital program strategy: actively remediate health and safety issues and improve the condition of GSA managed buildings

SERVICE STATUS AND FY 2003-04 RECOMMENDATIONS

- The FY 2003-04 Proposed Operating Budget of \$169.053 million represents a 1.4 percent increase from the FY 2002-03 Budget of \$166.713 million; the Proposed Budget maintains the current fiscal year service level; budget growth is primarily due to negotiated wage increases (\$3.7 million), fuel (\$1.9 million), and living wages impact on janitorial and security service contracts (\$1.7 million); the Proposed Budget includes reductions in other operational costs, including vehicle purchases, outside fleet management contracts, office supplies (\$1.1 million), and sets attrition at 5.25 percent
- The FY 2003-04 general fund allocation decreased 6.1 percent from \$13.993 to \$13.137 million
- Other major revenue sources include proprietary and outside agency rents and leases (\$6.566 million), security services contract management charges (\$2.472 million), design services and project management fees (\$16.736 million), building renovation charges (\$6.574 million), fleet maintenance and fueling charges (\$49.627 million), vehicle replacement surcharges (\$26.094 million), parking charges (\$2.582 million), self insurance trust funds (\$15.037 million), energy sales (\$3.016 million), surplus disposal, inventory auction, printing, graphic, and supplies revenues (\$14.384 million), and miscellaneous revenue (\$5.179 million)
- The Miami-Dade Police Department (MDPD) is scheduled to pay GSA Fleet Management \$1 million per year for three years under a Memorandum of Understanding (MOU) entered in FY 2002-03; the first annual payment will be received in FY 2003-04; the MOU extends a \$3 million receivable from MDPD for three years
- ❖ **Fleet Management has purchased 40 Toyota Prius hybrid vehicles; the Prius is rated at 46 miles per gallon**
- ❖ **The County will reduce its purchase of new vehicles by \$2 million by transferring 100 vehicles from twenty-four hour assignments to the vehicle pool; Fleet Management will contribute the \$2 million savings to the Capital Outlay Reserve (COR)**
- The Fleet Management Division operations will continue to make an administrative reimbursement of \$400,000 to the general fund and \$1 million to the Fleet Management Facilities Renovation Fund; the Vehicle Replacement Trust Fund transfer to COR will increase to \$4.1 million from \$2.1 million; the department will transfer \$118,000 to support the County Manager's Office
- Risk Management will transfer \$4.1 million to the County Attorney's Office for legal support in Worker's Compensation and Tort-related liability cases; funding for the traffic analyst/proactive team in the Public Works Department (\$346,000) will continue to minimize liability and improve the County's legal defense in traffic related cases; funding will continue for a Procurement Contracting Officer in the Department of Procurement Management to work on insurance-related Request for Proposals (\$77,000); funding will continue for three and one-half positions in the Employee Relations Department for payroll technicians involved in the processing of employee's Workers' Compensation payments (\$198,000) as well as oversight of the Unemployment Compensation function (\$65,000)
- Fleet Management transferred 28 positions to Miami-Dade Fire and Rescue; the Building Department transferred three positions performing elevator inspections to GSA's Facilities and Utilities Maintenance Division
- Phase I of the countywide coordination of an energy management program to upgrade facilities and reduce

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

costs was completed in September, 2000; Phase II will be completed by October, 2003; the final phase is expected to be completed by August, 2004

- The FY 2003-04 Proposed Capital Budget and Multi-Year Capital Plan totals \$28.019 million and includes \$13.216 million from COR, \$8.603 million from operating revenue, \$1.5 million from the Liability Trust Fund, and \$4.7 million from financing proceeds
- The Proposed Capital Budget includes facility improvements (\$14.249 million); computer and systems automation (\$1.107 million); facility expansion (\$3.204 million); environmental projects (\$3.074 million); and \$6.385 million in ADA accessibility improvements
- The FY 2003-04 Proposed Capital Budget totals \$18.647 million and includes, among other projects; replacement of the underground fuel storage tank at Fleet Station 1 (\$250,000); replacement of the underground fuel storage tank at MDPD district station 2 (\$250,000); replacement of the underground fuel storage tank and replacement of the fuel island at the South Miami-Dade landfill (\$250,000); construction of additional service bays at Fleet shop 3C (\$400,000); construction of a vehicle repair facility at the South Dade landfill shop (\$700,000); and COR funds totaling \$8.4 million, including \$4 million for building-related work orders (an increase of \$500,000 from the previous fiscal year); \$1.5 million for the replacement of system furniture in the Stephen P. Clark Center (SPCC); \$400,000 for roof repairs; \$500,000 for building repairs; and \$2 million for a preventative maintenance program
- GSA has 79 open capital projects worth \$42.04 million and, among others, expects to complete the following projects by September 30, 2004: replacement of the first floor counters in the Richard E. Gerstein Building (REG) (\$891,000); sealing and waterproofing the exterior of the REG; replacement of the roof at the MDPD headquarters building (\$700,000); sealing and waterproofing the Hickman Building (\$163,000); renovation of the Caleb Center Tower (\$307,000); replacement of the heating, ventilation, and air conditioning system on the seventh floor of the Dade County Courthouse (\$599,000); expansion of two courtrooms at the South Dade Government Center (\$1.66 million); renovation of the second floor of the Caleb Center (\$2.1 million); upgrade of the fire alarm system at the Turner Guilford Knight Detention Center (\$892,000); and replacement of autopsy room walls and patio flooring at the Medical Examiner Building (\$335,000)
- GSA has completed 147 capital projects totaling \$14.224 million, including among others: external granite repairs at the Courthouse Center (\$476,000); façade inspection at the Dade County Courthouse (\$228,000); electrical repairs at the Human Services Kendall Cottages (\$77,000); Hickman Garage fascia tile replacement (\$163,000); roof replacements at the REG (\$700,000); restoration of the Transit area at the SPCC (\$313,000); roof repairs to the Coral Gables Courthouse (\$56,000); and remodeling of the first floor of the Graham Building for the State Attorney (\$249,000)
- A managed competition study of service ticket repairs on the Department of Human Services facilities will be initiated in FY 2003-04

UNMET NEEDS

- Operating unmet needs total \$12.056 million in recurring costs (see appendix for details)
- Unfunded capital needs consist of three projects totaling \$83.046 million (details are in the Unfunded Projects listing in the accompanying Appendix book)

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

| Funding Summary (\$ in 000s) | Countywide General Fund | | Unincorporated Area General Fund | | Other Funding | | Total Funding | | Total Positions | |
|------------------------------|----------------------------|--------------|-------------------------------------|--------------|----------------|----------------|----------------|----------------|-----------------|------------|
| | 02-03 | 03-04 | 02-03 | 03-04 | 02-03 | 03-04 | 02-03 | 03-04 | 02-03 | 03-04 |
| Primary Activity | | | | | | | | | | |
| ADA Coordination | 239 | 0 | 128 | 0 | 498 | 658 | 865 | 658 | 0 | 0 |
| Administration | 0 | 0 | 0 | 0 | 4,790 | 4,950 | 4,790 | 4,950 | 62 | 66 |
| Construction Management | 0 | 0 | 0 | 0 | 22,365 | 22,696 | 22,365 | 22,696 | 104 | 112 |
| Facilities Management | 9,095 | 8,539 | 4,898 | 4,598 | 19,316 | 23,283 | 33,309 | 36,420 | 148 | 153 |
| Fleet Management | 0 | 0 | 0 | 0 | 77,265 | 75,961 | 77,265 | 75,961 | 250 | 250 |
| Materials Management | 0 | 0 | 0 | 0 | 14,597 | 14,039 | 14,597 | 14,039 | 56 | 56 |
| Risk Management | 0 | 0 | 0 | 0 | 13,522 | 14,329 | 13,522 | 14,329 | 115 | 118 |
| TOTAL | 9,334 | 8,539 | 5,026 | 4,598 | 152,353 | 155,916 | 166,713 | 169,053 | 735 | 755 |

| | Actual 01-02 | Budget 02-03 | Proposed 03-04 |
|-----------------|-----------------|-----------------|-------------------|
| Personnel | 42,879 | 43,890 | 46,832 |
| Other Operating | 95,478 | 93,555 | 99,295 |
| Capital | 22,331 | 29,268 | 22,926 |
| TOTAL | 160,688 | 166,713 | 169,053 |

CAPITAL EXPENDITURE SUMMARY (\$ IN THOUSANDS)

| | PRIOR | 2003-04 | 2004-05 | 2005-06 | 2006-07 | 2007-08 | 2008-09 | FUTURE | TOTAL |
|--|--------------|---------------|--------------|--------------|------------|------------|------------|----------|---------------|
| STRATEGIC AREA : ENABLING STRATEGIES - GOVERNMENT OPERATIONS | | | | | | | | | |
| ADA ACCESSIBILITY IMPROVEMENTS | 139 | 3,396 | 2,850 | 0 | 0 | 0 | 0 | 0 | 6,385 |
| COMPUTER AND SYSTEMS AUTOMATION | 157 | 400 | 300 | 250 | 0 | 0 | 0 | 0 | 1,107 |
| ENVIRONMENTAL PROJECTS | 5 | 769 | 450 | 350 | 350 | 350 | 350 | 0 | 2,624 |
| FACILITY EXPANSION | 704 | 1,100 | 700 | 700 | 450 | 0 | 0 | 0 | 3,654 |
| FACILITY IMPROVEMENTS | 197 | 11,691 | 400 | 400 | 0 | 0 | 0 | 0 | 12,688 |
| STRATEGIC SUBTOTAL : | 1,202 | 17,356 | 4,700 | 1,700 | 800 | 350 | 350 | 0 | 26,458 |
| STRATEGIC AREA : HEALTH AND HUMAN SERVICES | | | | | | | | | |
| FACILITY IMPROVEMENTS | 55 | 175 | 0 | 0 | 0 | 0 | 0 | 0 | 230 |
| STRATEGIC SUBTOTAL : | 55 | 175 | 0 | 0 | 0 | 0 | 0 | 0 | 230 |
| STRATEGIC AREA : PUBLIC SAFETY | | | | | | | | | |
| FACILITY IMPROVEMENTS | 215 | 1,116 | 0 | 0 | 0 | 0 | 0 | 0 | 1,331 |
| STRATEGIC SUBTOTAL : | 215 | 1,116 | 0 | 0 | 0 | 0 | 0 | 0 | 1,331 |
| TOTAL : | 1,472 | 18,647 | 4,700 | 1,700 | 800 | 350 | 350 | 0 | 28,019 |

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Information Technology Department

PURPOSE

Provides for the development and maintenance of the County's information systems infrastructure and telecommunications programs.

FUNCTIONAL TABLE OF ORGANIZATION

OFFICE OF THE CHIEF TECHNOLOGY OFFICER

- Manages the overall County's information systems infrastructure and telecommunications programs
- Develops departmental strategic and tactical plans
- Designs and implements the infrastructure to provide information technology services to County departments
- Coordinates closely with Information Business Technology Office and e-Government

TELECOMMUNICATION SERVICES AND DATA CENTER OPERATIONS

- Provides 24 hour/7 days a week operational maintenance and support for countywide telephone, radio, voice, network, microwave, and fiber optic systems to meet the communications and information management objectives of the County
- Provides 24 hour/7 days a week maintenance and support to critical operational and communications systems relative to data processing and storage on multiple computing platforms for countywide businesses
- Provides, maintains, and operates central processing units including mainframes, mid-range processors and servers within controlled computer room environments
- Coordinates procurement of all networked data and telephone equipment as well as configure, install, maintain, and support same throughout county government facilities
- Reviews, analyzes, develops and maintains all wireless related information technology business solutions for county government
- Evaluates and assesses requests for new systems and services; monitors all projects; provides coordination in planning and managing of applications systems, telecommunications and computer services
- Provides diverse data processing and telecommunication services to other local, state, and federal agencies

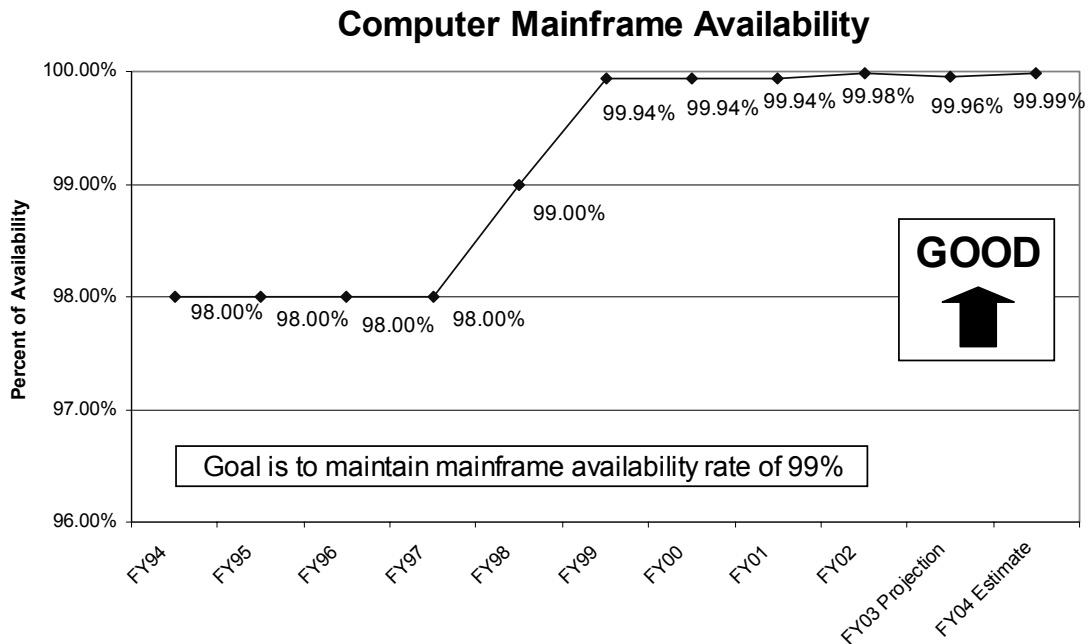
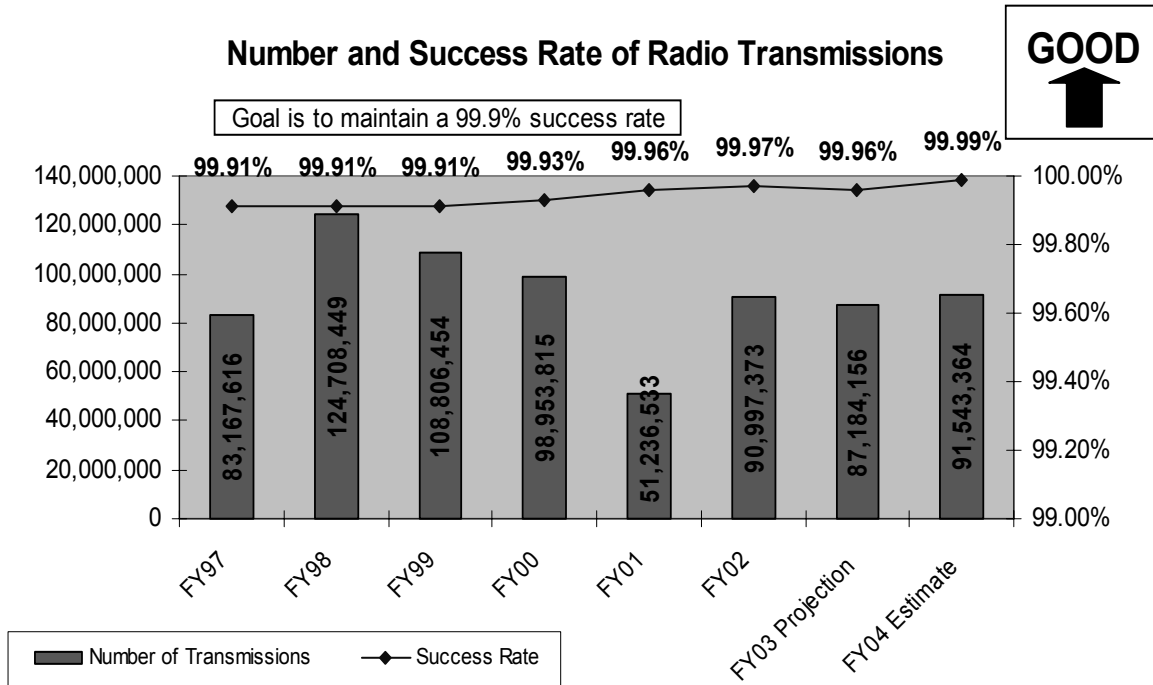
BUSINESS PLAN

- Selected strategies/objectives: implement and support enterprise initiatives that enable e-government information and services 24 hours per day 7 days per week; host the miamidade.gov portal in-house; create a multi-tier technical service center; continue consolidation of the County's technical infrastructure and resources; maintain an Information Technology infrastructure that supports an enterprise "utility" approach, including development of an infrastructure architecture function and research and development for emerging

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

technologies; facilitate interoperability and connectivity; achieve a consistently high service level and availability; and build a culture driven by responding to customer needs, not technological availability

- Capital program strategy: provide for present and future County computer and telecommunications capital needs



2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

SERVICE STATUS AND FY 2003-04 RECOMMENDATIONS

- The FY 2003-04 Proposed Operating Budget is \$71.622 million, including \$14.855 million from the general fund and \$16.657 million for telephone charges; the Proposed Budget represents a 9.6 percent increase from the FY 2002-03 budget of \$67.037 million; **the Proposed Budget increases the level of service by adding enhancements to the County's web portal and mainframe infrastructure (\$600,000) and disaster recovery (\$222,000)**; funding includes approximately \$10 million in pass through funds for purchases made on behalf of customers
- ❖ **The Proposed Budget includes the addition of 30 positions, all funded by customer revenue, including six positions to support the radio infrastructure, five positions to support telecommunications, five positions for personal computer and local area network maintenance, eight positions due to consolidations, four positions for project management, and two system analyst positions reclassified from e-Government**
- Additional licenses for FY 2003-04 include \$741,000 for the portal, \$370,000 for Advanced Purchasing and Inventory Control System/Financial Accounting and Management Information System/Guided User Interface, \$222,000 for disaster recovery, and \$372,000 for the last payment of the miamidade.gov portal lease; increased license and maintenance expenses in FY 2003-04 include \$88,000 for mainframe maintenance, \$100,000 for database maintenance, \$22,000 for direct access storage devices, and \$160,000 for Sun platform
- The FY 2003-04 Proposed Capital Budget and Multi-year Capital Plan totals \$27.5 million and is comprised of revenue from the following sources: financing proceeds (\$24 million); a contribution from the 800 megahertz (Mhz) system (\$2.5 million); and Capital Outlay Reserve (COR) (\$1 million)
- The FY 2003-04 Proposed Capital Budget includes the acquisition of a mainframe computer to meet increased demands (\$4 million); upgrade of the mainframe tape system to meet increased capacity (\$390,000); hardware and software to improve ability to recover from disasters affecting County computer systems (\$222,000); improvement to the radio shop which houses the 800 Mhz system (\$2.5 million); network hardware improvements (\$390,000); expansion of the fiber optic system (\$15 million); and construction of a new telecommunications facility or repair of the existing Richmond Radio Communications Facility (\$5 million); FY 2003-04 expenditures are estimated at \$12.813 million
- ❖ **Hardware for the new Regatta platform to enable hosting the miamidade.gov portal in-house and to add functionality was purchased (\$3.2 million); Metronet expanded from 10,000 to 12,000 users by providing unlimited accounts for each department**
- Network improvements, video, and voice smart infrastructure supporting the newly opened Miami-Dade Permitting and Inspection Center (MDPIC) and the new Water and Sewer Department (WASD) Douglas Center facility was completed
- The development of a video conferencing gateway continued, including a link between the Emergency Operations Center and the County's cable television communications center
- ❖ **The Oracle Enterprise Platform supporting MetroNet, Internet, and data warehouse operations has been established, allowing a new license structure to be implemented with Oracle, and saving \$50,000 in licensing costs**
- The E-911/Computer-Aided Dispatch system has been redesigned and a new network installed; this entailed relocating critical servers and the entire staff to temporary accommodations and support of all functions without interruption during the relocation and construction
- Consolidation of information and technology staffs and functions within various County departments will continue; affected departments include: Procurement Management, Park and Recreation, Employee Relations, Solid Waste Management, Performance Improvement, Property Appraiser, Elections, General Services

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Administration, Business Development, Finance, Capital Improvement Construction Coordination, and Housing Finance Authority

- ❖ **The redesign and upgrade of the 800 Mhz uninterrupted power systems was completed, resulting in a 100 percent increase in reserve power during power outages; the redesign also eliminated the single point of failure**
- ❖ **Negotiations for paging services resulted in an estimated savings of over \$200,000; more than 200 wireless local area network access points were installed, saving the County in excess of \$250,000 by avoiding cabling work**
- ❖ **The Data Processing and Communications Center consolidated workloads in the mainframe, allowing improved throughput for existing workloads and the capacity for the introduction of new web based initiatives, extending the useful life of the County's existing mainframe by one year; the County's enterprise firewall infrastructure was upgraded, providing enhanced performance, security, fault tolerance, and load balancing**
- ❖ **The County will negotiate an interlocal agreement with municipalities covering revenue sharing of traffic ticket surcharges**

UNMET NEEDS

- Unfunded capital needs consist of four projects with an estimated cost of \$2.175 million (details are in the Unfunded Projects listing in the accompanying Appendix book)

OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

| Funding Summary (\$ in 000s) | Countywide General Fund | | Unincorporated Area General Fund | | Other Funding | | Total Funding | | Total Positions | |
|------------------------------------|-------------------------|--------------|----------------------------------|--------------|---------------|---------------|---------------|---------------|-----------------|------------|
| | 02-03 | 03-04 | 02-03 | 03-04 | 02-03 | 03-04 | 02-03 | 03-04 | 02-03 | 03-04 |
| Primary Activity | | | | | | | | | | |
| Administration, Policy and Support | 0 | 0 | 0 | 0 | 993 | 0 | 993 | 0 | 22 | 22 |
| Data Center | 7,612 | 6,646 | 4,100 | 3,579 | 4,795 | 7,608 | 16,507 | 17,833 | 102 | 110 |
| Field Telephone Services | 0 | 125 | 0 | 67 | 26,107 | 29,540 | 26,107 | 29,732 | 61 | 66 |
| Network Services | 1,552 | 2,885 | 835 | 1,553 | 9,723 | 9,185 | 12,110 | 13,623 | 79 | 89 |
| Radio Communication Services | 0 | 0 | 0 | 0 | 11,320 | 10,434 | 11,320 | 10,434 | 61 | 68 |
| TOTAL | 9,164 | 9,656 | 4,935 | 5,199 | 52,938 | 56,767 | 67,037 | 71,622 | 325 | 355 |

| | Actual 01-02 | Budget 02-03 | Proposed 03-04 |
|-----------------|-----------------|-----------------|-------------------|
| Personnel | 23,618 | 24,711 | 27,694 |
| Other Operating | 21,267 | 41,182 | 41,919 |
| Capital | 1,815 | 1,144 | 2,009 |
| TOTAL | 46,700 | 67,037 | 71,622 |

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

CAPITAL EXPENDITURE SUMMARY (\$ IN THOUSANDS)

| | PRIOR | 2003-04 | 2004-05 | 2005-06 | 2006-07 | 2007-08 | 2008-09 | FUTURE | TOTAL |
|--|--------|---------|---------|---------|---------|---------|---------|--------|--------|
| STRATEGIC AREA : ENABLING STRATEGIES - GOVERNMENT OPERATIONS | | | | | | | | | |
| COMPUTER EQUIPMENT | 0 | 4,390 | 0 | 0 | 0 | 0 | 0 | 0 | 4,390 |
| CONTINGENCY PLANNING PROJECTS | 0 | 220 | 0 | 0 | 0 | 0 | 0 | 0 | 220 |
| FACILITY IMPROVEMENTS | 1,875 | 625 | 0 | 0 | 0 | 0 | 0 | 0 | 2,500 |
| TELECOMMUNICATIONS EQUIPMENT | 8,250 | 6,265 | 875 | 0 | 0 | 0 | 0 | 0 | 15,390 |
| TELECOMMUNICATIONS FACILITIES | 500 | 1,313 | 3,187 | 0 | 0 | 0 | 0 | 0 | 5,000 |
| TOTAL : | 10,625 | 12,813 | 4,062 | 0 | 0 | 0 | 0 | 0 | 27,500 |

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Non-Departmental Expenditures and Capital Outlay Reserve

Non-departmental costs include required reserves and miscellaneous expenses that are not directly associated with the operation of any particular department. Reserves are budgeted as non-departmental allocations so that the distribution may be made based upon actual requirements during the fiscal year. The reserves serve two purposes. Some, such as the negotiated wage adjustment, are allocated for the designated purpose during the fiscal year. Others, such as the contingency reserve and the emergency contingency reserve are anticipated to remain unspent, barring an emergency. Any unspent reserves will become part of the carryover for FY 2004-05.

The Capital Outlay Reserve (COR) fund is the County's general-purpose pay-as-you-go capital improvement fund which supports immediate and short-term repair and renovation activities and certain capital equipment purchases in agencies which do not have sufficient self-generated revenue.

NON-DEPARTMENTAL EXPENDITURES

FY 2003-04 RECOMMENDATIONS

The recommended budget for non-departmental costs is \$123.636 million. Of this amount, \$91.514 million is in the countywide general fund and \$32.122 million is in the unincorporated area general fund. Details of the separate budgets are included in the appendix of this book. The total non-departmental budget is 25.84 percent higher than in the FY 2002-03 Budget. This increase is mainly the result of increases in reserves such as the emergency contingency reserve and the criminal justice reserve. Recurring appropriations, such as for tax increment financing redevelopment districts, are adjusted as needed to meet known obligations.

Major items included in non-departmental expenditures are as follows:

- \$9 million net for required Medicaid contributions for nursing home and hospital inpatient services; for the sixth year, the Proposed Budget assumes the Public Health Trust, as part of its countywide health care role, will contribute \$30 million towards the total estimated \$39 million Medicaid obligation
- \$21.857 million for the cost of the negotiated wage adjustment, possible increases in mandated Florida Retirement System contributions that could become effective July 1, 2004 depending on legislative action, separation costs, and possible energy cost increases
- \$8 million for the criminal justice reserve and for Free Trade Area of the Americas-related security costs
- \$11.122 million for the emergency contingency reserve
- \$3.4 million countywide and \$2 million unincorporated area contingency reserves representing no change from the current year countywide budgeted level
- \$1 million net for contracted medical transportation, the Proposed Budget assumes the Public Health Trust will pay for its share of medical transports, as well as repay the general fund \$1 million for medical transport expenses inadvertently incurred by the general fund in FY 2001-02
- \$1.1 million for physical examinations for employees
- \$1.2 million for external audits
- \$5.345 million for insurance, including long-term disability (\$1.11 million), accidental death (\$235,000), and property damage (\$4 million)
- \$2.353 million grant match allocation for a variety of County grant match obligations, including the 20 percent local share of Qualified Target Industry Program (QTI), a state-created incentive program (\$625,000), the Beacon Council's Miami-Dade 2000 Initiative (\$1 million), the County match for the Targeted Jobs Incentive

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Fund (\$13,000), and other grant match obligations (\$715,000)

- \$6.391 million reserve for tax equalization and other unrealized revenues; the unincorporated area's allocation of \$5.141 million includes a reserve for the net impact of incorporations
- \$2.1 million for prior year encumbrances
- \$1.22 million for the County's share of the Simultaneous Paperless Image Retrieval Information Technology (SPIRIT) project
- \$750,000 reserve for in-kind services
- \$207,000 to maintain the current level of staff support (two positions) to the Miami-Dade Delegation
- \$17.981 million for contributions to tax increment financing redevelopment projects; these districts include South Beach, South East Overtown/Park West, Park West Addition, Omni, Miami Beach/Convention Center Village, Homestead, Florida City, Naranja Lakes, and South Miami
- \$950,000 for the management consulting reserve
- \$1.1 million for outside legal services and the County's state and federal lobbying contracts
- Funding is recommended (\$600,000) for continued membership in several organizations, such as: Miami-Dade League of Cities; Florida Association of Counties; Florida League of Cities; local chambers of commerce; National Association of Counties; National League of Cities; Public Technology, Inc.; and National Forum for Black Public Administrators
- Funding is recommended for expenses to include County employee's in the Mayor's Health and Fitness Challenge (\$30,000)
- Funding for community-based organizations are contained within departmental budgets such as Human Services, Cultural Affairs, and Park and Recreation, as well as in Non-Departmental; details of proposed funding levels are included in the appendix to this book

Capital Outlay Reserve

FY 2003-04 RECOMMENDATIONS

The recommended FY 2003-04 budget for the Capital Outlay Reserve (COR) is \$76.759 million, which includes funding to complete current projects and for new projects; funding is comprised of \$62.969 million of new funds, \$1.5 million of reprogrammed carryover for new projects, and \$12.29 million of committed carryover for existing projects.

The Proposed Budget includes new funding for the COR of \$62.969 million from the following sources: Countywide General Fund (\$28.731 million), UMSA General Fund (\$8.653 million), handicapped parking fines (\$150,000), interest earnings (\$200,000), payment in lieu of taxes (\$200,000), seaquarium lease payment (\$400,000), State of Florida State Attorney's Office records (\$60,000), telecommunications revenue (\$2 million), transfer from cable television revenue fund (\$440,000), transfer from capital working fund (\$347,000), transfer from finance (\$4.8 million), transfer from fleet trust fund (\$4.1 million), administrative reimbursement (\$4.567 million), transfer from general fund (Procurement ADPICS) (\$325,000), transfer from parks (\$80,000), transfer from water and sewer (for parks sewer connections) (\$3 million), and unencumbered fund balance available for transfer to capital outlay reserve fund (\$4,916,000).

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

COR recommendations include:

- Board-up and removal of unsafe structures, including crack houses (\$1.2 million)
- Database system improvements for the Department of Business Development (\$347,000)
- Communications video production equipment (\$508,000)
- Community Action Agency modular classroom replacements (\$1.5 million)
- Community Action Agency regional Head Start centers (\$766,000); and another \$1 million in Community Development Block Grant funds is recommended for this project
- Consumer Services weather stations (\$55,000)
- Krome Detention Center environmental mitigation (\$80,000)
- Pre-Trial Detention Center air handler replacement (\$175,000)
- Pre-Trial Detention Center safety cell lock modifications (\$100,000)
- Training and Treatment Center laundry operations upgrade (\$1.107 million)
- Turner Guilford Knight Detention Center, Metro West Detention Center, and Training and Treatment Center fire alarm, smoke evacuation and sprinklers system improvements (\$1.850 million)
- Turner Guilford Knight Detention Center flooring (\$75,000)
- Women's Detention Center Heating, Ventilation, and Air Conditioning and fire alarm system upgrades (\$300,000)
- Miami Art Museum carpentry shop (\$100,000)
- Museum of Science renovations (\$230,000)
- Miami River dredging (\$1.224 million)
- South Dade Government Center tax collector office renovations (\$100,000)
- Fire and Rescue Department fueling facility (\$125,000)
- Americans with Disabilities Act barrier removal projects (\$1.300)
- Building repairs and renovations (\$500,000)
- Caleb Center parking lot improvements (\$490,000)
- Dade County Courthouse air handler unit replacement (\$399,000)
- Dade County Courthouse indoor air quality improvements (\$19,000)
- Edison Neighborhood Service Center fire alarm system (\$42,000)

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

- Flagler Building garage exterior sealing and waterproofing (\$119,000)
- General Services Administration materials management facility fire alarm upgrade (\$16,000)
- General Services Administration preventive maintenance program (\$2 million)
- General Services Administration small scale work order projects (nonbillable work orders) (\$4 million)
- Hickman Building exterior sealing and waterproofing (\$159,000)
- Naranja Neighborhood Service Center fire alarm system replacement (\$22,000)
- New Direction Facility implementation of 40-year recertification recommendations (\$59,000)
- Richard E. Gerstein Justice Building air handler refurbishment (\$31,000)
- Richard E. Gerstein Justice Building exterior sealing and waterproofing (\$686,000)
- Roof repairs and maintenance (\$400,000)
- South Dade Government Center Americans with Disabilities improvements (\$246,000)
- South Dade Skills Center fire alarm system replacement (\$52,000)
- Stephen P. Clark Center exterior lighting (\$182,000)
- Stephen P. Clark Center furniture replacement project (\$1.5 million)
- Stephen P. Clark Center press room improvements (\$148,000)
- Stephen P. Clark Center vertical conveyor system (\$285,000)
- Human services facility repairs (\$880,000)
- Human services small work orders (\$1.2 million)
- Information Technology Department disaster recovery system (\$220,000)
- Mainframe system tape upgrade system (\$390,000)
- Network hardware improvements (\$390,000)
- Caleb Center second floor renovations and improvements (\$500,000)
- Medical Examiner equipment (\$174,000)
- Medical Examiner information technology improvements (\$176,000)
- Building repairs and renovations (\$3.752 million)

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

- Annual debt service payments including those for Americans with Disabilities projects (\$600,000), an Air Rescue Helicopter (\$735,000), the Answer Center (\$2 million), the Children's Museum (\$300,000), the Country Club of Miami (\$797,000), the Dade County Courthouse facade project (\$1.592 million), Crandon Park Tennis Center retractable bleachers (\$134,000), elections voting equipment (\$2.944 million), mainframe computer (\$900,000), the new Martin Luther King Administration Building furnishings (\$1.189 million), the Metrozoo Aviary (\$283,000), the Miami Circle (\$2.700 million), the new Samsung building to house the Elections Department (\$717,000), Transit busses (\$650,000)
- Departmental support projects (\$8.567 million)
- Information technology support of the incorporation and annexation process (\$112,000)
- Martin Luther King Administration Building rent and relocation costs (\$616,000)
- Miami River Design Center (\$50,000)
- State Attorney Records Center lease expenses (\$300,000)
- Parks improvements including: areawide park renovations (\$1.814 million), Brothers to the Rescue memorial parking lot (\$150,000), Charles Dearing south addition improvements (\$60,000), Community Based Organization grants for local parks (\$1.890 million), Country Village Park improvements (\$200,000), Crandon Park improvements (\$450,000), Crandon Park Tennis Center improvements (\$200,000), Emergency call boxes (\$250,000), Environmental / safety improvements (\$258,000), Ferri property development (\$250,000), golf facilities improvements (\$424,000), Haulover park improvements (\$566,000), heavy and mobile equipment replacement - areawide parks (\$450,000), heavy and mobile equipment replacement - beaches (\$450,000), heavy and mobile equipment replacement - local parks (\$450,000), local park renovations (\$2.39 million), North Shore beach maintenance facility (\$600,000), outdoor lighting safety repairs (\$256,000), sewer connections (\$4.796 million), Tropical Park improvements (\$200,000)
- Miami-Dade Police mobile computing units (\$1.5 million)
- Procurement ADPICS equipment and consulting costs (\$325,000)
- Property appraisal computer aided mass appraisal system (\$1 million)
- Team Metro projects including: lot clearing - countywide (\$1 million), abandoned vehicle removal and storage (\$25,000), lot clearing - unincorporated municipal area (\$1.4 million), and unsafe structures board-up and demolition (\$40,000)

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

CAPITAL EXPENDITURE SUMMARY (\$ IN THOUSANDS)

| | PRIOR | 2003-04 | 2004-05 | 2005-06 | 2006-07 | 2007-08 | 2008-09 | FUTURE | TOTAL |
|--|-------|---------|---------|---------|---------|---------|---------|--------|--------|
| STRATEGIC AREA : ENABLING STRATEGIES - GOVERNMENT OPERATIONS | | | | | | | | | |
| COMPUTER AND SYSTEMS AUTOMATION | 0 | 112 | 0 | 0 | 0 | 0 | 0 | 0 | 112 |
| COMPUTER EQUIPMENT | 0 | 2,000 | 0 | 0 | 0 | 0 | 0 | 0 | 2,000 |
| FACILITY IMPROVEMENTS | 0 | 3,409 | 0 | 0 | 0 | 0 | 0 | 0 | 3,409 |
| OTHER | 0 | 14,933 | 0 | 0 | 0 | 0 | 0 | 0 | 14,933 |
| STRATEGIC SUBTOTAL : | 0 | 20,454 | 0 | 0 | 0 | 0 | 0 | 0 | 20,454 |
| STRATEGIC AREA : NEIGHBORHOOD AND UNINCORPORATED AREA MUNICIPAL SERVICES | | | | | | | | | |
| ADA FACILITIES IMPROVEMENTS | 0 | 600 | 0 | 0 | 0 | 0 | 0 | 0 | 600 |
| FACILITY IMPROVEMENTS | 50 | 50 | 0 | 0 | 0 | 0 | 0 | 0 | 100 |
| OTHER | 0 | 1,097 | 0 | 0 | 0 | 0 | 0 | 0 | 1,097 |
| STRATEGIC SUBTOTAL : | 50 | 1,747 | 0 | 0 | 0 | 0 | 0 | 0 | 1,797 |
| STRATEGIC AREA : PUBLIC SAFETY | | | | | | | | | |
| OTHER | 0 | 2,135 | 0 | 0 | 0 | 0 | 0 | 0 | 2,135 |
| STRATEGIC SUBTOTAL : | 0 | 2,135 | 0 | 0 | 0 | 0 | 0 | 0 | 2,135 |
| STRATEGIC AREA : RECREATION AND CULTURE | | | | | | | | | |
| OTHER | 0 | 3,417 | 0 | 0 | 0 | 0 | 0 | 0 | 3,417 |
| STRATEGIC SUBTOTAL : | 0 | 3,417 | 0 | 0 | 0 | 0 | 0 | 0 | 3,417 |
| STRATEGIC AREA : TRANSPORTATION | | | | | | | | | |
| FACILITY IMPROVEMENTS | 0 | 343 | 0 | 0 | 0 | 0 | 0 | 0 | 343 |
| OTHER | 0 | 650 | 0 | 0 | 0 | 0 | 0 | 0 | 650 |
| STRATEGIC SUBTOTAL : | 0 | 993 | 0 | 0 | 0 | 0 | 0 | 0 | 993 |
| TOTAL : | 50 | 28,746 | 0 | 0 | 0 | 0 | 0 | 0 | 28,796 |